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RECRUITER

The Official Journal of the U.S. Army
Recruiting Command

JOURNAL - April 1995



Army Family
Team
Building

Home Can Be a Nightmare or Dream Come True at Tax-Time

American Forces Information Service

Owning your own home is part of the American dream for many, but it can become a nightmare at tax time, said Internal Revenue Service officials.

One way to avoid tax problems is to keep accurate, up-to-date records on anything to do with the house. These include selling and closing costs, mortgage interest, repair costs and home improvement costs. When you file your federal tax return, IRS checks these and other home expenses you may claim.

IRS officials said a few things to keep in mind include:

Basis of the property is a way to measure the investment in a home for tax purposes and is usually the purchase price, construction costs or fair market value, if inherited. Abstract and recording fees, title insurance and surveys are just a few things included in the basis.

Some closing costs, like points and real estate taxes, may be deducted in the tax year the house is bought; however, some types of points must be spread over the lifetime of the mortgage.

Home improvements add to a house's basis, while home repairs, which are not added to the house's basis, keep the house in good condition.

Persons 55 and older who sell their main home may be entitled to a once-in-a-lifetime break that excludes up to \$125,000 of gain from taxes.

Military members who meet certain criteria generally have up to four years after selling a home before they must purchase and move into a new one. In some extreme cases, this period may be extended to eight years.

Numerous restrictions and requirements apply to tax deductions when it comes to your house and its expenses, said IRS officials. Before you take any deduction, be sure it is allowable.

IRS forms and publications that deal with owning your own home and federal taxes include:

Form 2119, "Sale of Your Home";
 Publication 3, *Tax Information for Military Personnel*;

- Publication 17, *Your Federal Income Tax*;
- Publication 523, *Selling Your Home*;
- Publication 530, *Tax Information for First-Time Homeowners*;
- Publication 544, *Sales and Other Dispositions of Assets*;
- Publication 547, *Nonbusiness Disasters, Casualties and Thefts*;
- Publication 551, *Basis of Assets*;
- Publication 584, *Nonbusiness Disaster, Casualty and Theft Loss Workbook*;
- Publication 587, *Business Use of Your Home*; and
- Publication 936, *Home Mortgage Interest Deduction*.

For copies of these and other free publications offered by IRS, call toll-free 1-800-829-3676 or write to:

IRS
Forms Distribution Center
PO Box 25866
Richmond, VA 23289. 

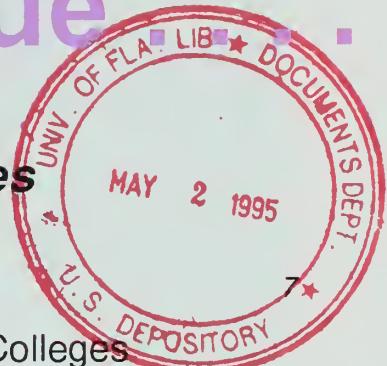


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FLARE

In this issue



Features

Army Family Team Building

— *USAREC participates in DA training*

7

Servicemembers Opportunity Colleges

— *SOC provides educational opportunities*

9

The Story Behind the Recruiter Badge

— *The history of USAREC's distinctive badge*

12

Managing Change

— *The four phases of change*

19

The More You Help, the Less They Hurt

— *April is Child Abuse Prevention Month*

20

Departments

CG's Feedback

2

News Briefs

3

Pro Talk

5

Ad-Vantage

6

The Test

15

The Way I See It

16

The Way I See It form/mailer

17

Field Files

22

Home Fires

26

Market Report

27

USAR News

29

Success 2000

30

Salutes

31

Recruiting Support Command Schedule

inside back cover

Answers to The Test

inside back cover

VOLUME 48, Number 4

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Mission box — who's making it and how

Success 2000 has been in effect for six months and it's working great. Of course, this is not news to a large number of recruiting stations that have fully embraced the principles of Success 2000 and are making mission box. Even those stations that are behind are

finding there is a far better chance of closing the gap using teamwork and a smart plan of attack. The concept works because it capitalizes on the strengths of positive leadership and a professional NCO corps. I'll explain further by giving you my impressions from many visits to both mission box stations and those still working to make box.

I've talked to a lot of recruiters and station commanders in recent months, and I've analyzed a lot of data. Here's what I see in every recruiting station in the command: hardworking, conscientious, dedicated NCOs. Now, here's what I see in every *successful* recruiting station: hardworking, conscientious, dedicated NCOs who . . .

- are a team
- have a clear plan for success
- know exactly the tasks to be accomplished
- execute the tasks to standard

There is, of course, one other common element in all successful stations, and that is a station commander who is competent, confident, and firmly in command. They are commanders who know what must be done. They don't kid themselves, their recruiters, or anyone else. They train their recruiters to a standard, and they insist on adherence to those standards. They pay equal attention to both the strong and weak recruiters, recognizing their achievements, working on their



MG Simpson

shortcomings. They know they can have a winning team; therefore, they do. I've seen them in action in both large and small stations, in all markets. They are there to be studied, admired, and emulated.

Another common characteristic of winning stations is that no one present believes recruiting got easier with Success 2000. Prospects didn't suddenly start lining up outside the station because we streamlined some business practices. It still takes hard work to locate and sell a quality young person on the Army. In other words, the tasks of prospecting, making and conducting appointments, testing, flooring, contracting, and managing the DEP didn't change. And the standards required for success didn't change. Those who thought otherwise came up short on their mission box plan. Those who stuck to good recruiting practices came up winners.

The only thing that changed under Success 2000 was the way we manage — that is, lead — the recruiting force. Station commanders determine who does what, when, and where. They have full authority and responsibility to task-organize their recruiters and attack the most lucrative areas in their zone. That, however, requires that

Success 2000 works, and that is why it's here to stay.

station commanders know their recruiters and know their market. They must apply their knowledge of recruiting and their leadership skills, and they must orchestrate all the activity in their stations. Just declaring that everyone is a team and hoping they know what to do doesn't work. It takes a leader with a plan, a plan for success that is executed with vigor.

I've seen nothing in successful recruiting stations that I haven't seen in successful squads, sections, and crews throughout the Army. The key has always been trained and motivated individuals working as a team under competent and confident leadership. It works. It always has and it always will. That's why Success 2000 works, and that is why it's here to stay.

Suggestion Program CY95

■ The Army Suggestion Program saved \$55.6M in FY94. USAREC's contribution was \$65K. The Army received 17,277 suggestions in FY94 and adopted 5,065 for a 29 percent adoption rate. USAREC received 215 suggestions in FY94 and adopted 27 for a 12.6 percent adoption rate.

USAREC must improve its participation in the Army Ideas for Excellence Program. To encourage participation, each person who submits a valid suggestion during CY95 will be eligible to receive \$1,000, in addition to any award they receive for an approved suggestion. Additionally, for each suggestion submitted you are entitled to a premium item just for submitting your good idea.

So put those good ideas on a DA Form 1045 and send them to HQ USAREC, ATTN: RCRM-MM (AIEP Coordinator), or to the battalion or brigade coordinator if you are not at the headquarters.

Your support is needed and encouraged. POC is Larry A. Cox, AIEP Coordinator at HQ USAREC, (502) 624-7638.

IVD package

■ Two interactive video training packages entitled, "Telephone Prospecting" and "DEP/DTP Maintenance Program," have been recently fielded.

Distribution was made from Tobyhanna Army Depot to each recruiting station, company, battalion, and brigade



■ CPT David L. Jessop, HQ USAREC IG Office, was presented an award as the 1994 Military Suggester of the Year by Secretary of the Army Togo West Jr. Army Chief of Staff GEN Gordon L. Sullivan attended the ceremony as well. While assigned as commander of D Company, 2-35 Armor, 4th Infantry Division (Mech), at Fort Carson, Colo., Jessop suggested the use of a non-powered thermal battle board device as a reliable Identification Friend or Foe (IFF) marking system that can be seen by weapons equipped with thermal imaging systems. His suggestion has intangible but very significant benefits: It reduces the risk of fratricide in future combat and, thus, can save many lives and reduce equipment losses. Jessop received \$10,000 for his suggestion.

headquarters. All levels of command should have received the subject training package NLT 24 Mar 95.

Each package contains a Memorandum of Instruction (MOI), two video disks, and three 3.5 inch diskettes. The lessons will be used in the same manner as the current IVD lesson (e.g., "Face-to-Face Prospecting").

POC is SFC Daugherty, HQ USAREC, Training and Plans Directorate, DSN 464-0277, toll free 1-(800) 223-3735, ext.

4-0277, or commercial 1-(502) 624-0277.

3d Brigade opens new battalion

■ The new Milwaukee Battalion will open for business on April 1, as part of the 3d Recruiting Brigade.

COL Stephen C. Rasmussen will take over command of 3d Brigade in a ceremony to be held on April 13 at Fort Knox.

Redesignated Army units

■ Army Chief of Staff GEN Gordon R. Sullivan on Feb. 13 named the divisions that will remain on active duty as the Army restructures from 12 to 10 divisions. The Army announced in December its plan to inactivate several major units as it finalizes the force structure drawdown directed by the October 1993 bottom-up review.

The 2d Armored Division at Fort Hood, Texas, will be redesignated as the 4th Infantry Division (Mechanized) and the 24th Infantry Division (Mechanized) at Fort Stewart, Ga., will be redesignated as the 3d Infantry Division (Mechanized). The 3d Infantry, currently stationed in Germany will be redesignated as the 1st Infantry Division. The restructuring plan announced in December called for the inactivation of the headquarters and division support units of the 1st Infantry at Fort Riley, Kansas, and the 4th Infantry at Fort Carson, Colo. These redesignations ensure two of the army's most famous and decorated divisions remain in the active force.

Also announced in December were the new designations for brigades in Alaska and Fort Lewis, Wash. The 1st Brigade, 6th Infantry Division (Light) at Fort Richardson, Alaska, will retain its designation but will be aligned with the 10th Mountain Division (Light Infantry). The 1st Brigade, 7th Infantry Division (Light), often called the 9th Infantry Regiment (Manchus), at Fort Lewis will be redesignated as the 1st Brigade of the 25th Infantry Division (Light).

The 10-division Army will consist of four light divisions (light infantry, airborne, and air assault) and six heavy divisions (mechanized infantry and armored), all stationed at existing installations. All divisions will consist of three active component brigades. Some divisions will have one brigade stationed at a different location.

Army News Service

Oops

■ SFC Charles A. Nelson writes:

"I just wanted . . . to tell you how much I enjoyed your feature article, 'A Woman's Place Is in Recruiting.' I agree with the message conveyed, but I must bring to your attention the cover photo. The poster behind SFC Cox is *not in a frame!* This is a sore spot to every recruiter who has been through the endless station

inspections, and casts a detrimental image to the field force."

Chuck is absolutely right, the poster should be in a frame, so we take this space to correct the message.

Please feel free to send comments (and corrections) on any topic to your Recruiter Journal staff, either at the address listed on the Table of Contents or via CC:Mail.

Health care the top issue

■ Representatives of the Army's 600,000-plus retirees and 200,000 widowed Army spouses met at the Pentagon in mid-March to speak to senior leaders on the concerns of the largest segment of the Army family.

The top-ranked issue, as in previous years, is availability of health care. About half of the 57 issues raised by installation retiree councils Armywide expressed a growing concern and anxiety about the future of military health care for retirees and their family members.

A council report said that changes in the military health care system have "created an erosion of confidence in the ability or willingness of our nation's leaders to deliver on the lifetime military medical care promises made to recruit and retain America's Army." The council has formally recommended that members and retirees of the uniformed services, and their families and survivors, should have guaranteed access to a military health services system providing a full range of services, regardless of age or health care status.

Continued support of efforts to correct the inequity between retired pay cost of living adjustments between the military and civilian sectors was also encouraged by the council. "The military retiree, while representing three percent of the 52 million COLA population, is burdened with 88 percent of the adverse financial impact," the report said.

Army News Service

Call-ins and walk-ins

There are two common misconceptions among recruiters in regard to call-in and walk-in traffic.

One myth is that most people who walk in or call in to a recruiting station are already sold on enlisting and need only to be given a down-and-dirty sales pitch, be pre-qualified, and then shipped off to MEPS.

Another myth is that "most walk-ins or call-ins aren't qualified, so why should we waste our time?"

In the consumer-oriented society of today, many potential enlistees are doing thorough research before making a buying decision. Just think about it: If they are willing to spend several hours or weeks researching stereos prior to buying one, then doesn't it stand to reason they will check out all branches of the armed forces prior to enlisting? Recruiters who assume that a walk-in or call-in is already sold are generally mistaken and may be out of touch with today's youth.

Also, recruiters with the mind-set that walk-ins and call-ins are most likely disqualified risk losing not only potential enlistments but also possible referrals.

The walk-in or call-in prospect should be treated with the same enthusiasm as any other prospect. Recruiters should show a genuine concern for all prospects and try to appeal to their wants, needs, and desires.

Recruiters should never assume that a call-in is chomping at the bit to run down to his or her recruiting station to receive a sales presentation. Many call just to test the waters. They want to get a feel for what's available and how they may be treated by the recruiter. Establishing rapport with the call-in is a must. Recruiters who immediately jump to setting up an appointment appear desperate and risk scaring off the prospect before a sales pitch can be

made. As with any prospect, the recruiter must probe to determine the person's interests and also potential selling points. Call-in prospects must be able to see that the Army has something that will benefit them.

Recruiters should never assume that walk-ins arrive at the recruiting station ready to enlist because many are just window shopping. They may just be in the area and are intrigued by your window display or maybe just looking for some handouts. People walk into recruiting stations for many different reasons, and many aren't even thinking about enlisting.

Every walk-in is either a potential enlistment or another source for referrals. Just like with

the call-in, recruiters must establish rapport, determine needs and interests, present features and benefits, close, and handle objections, all *before* any further processing. Keep in mind, however, that walk-ins should not be pressured

to stay for a sales presentation. If they say they are busy, then schedule an appointment for a time that is more convenient for them. Pushiness or over-eagerness on the recruiter's part can and will scare away even those with a genuine interest in joining the Army.

Throughout the entire sales and enlistment process, every applicant (including walk-ins and call-ins) should be treated with courtesy and genuine interest by the recruiter. Prospects can tell when recruiters are only interested in them so that they can get another tick mark on the wall. Courtesy and concern can turn an interested person into an enlistment.

An abrupt manner or insincerity can turn a potential applicant into a missed opportunity.

Comments or suggestions for future articles?
Contact MSG Green at 1-800-223-3735, ext. 4-1440.

Everything you really wanted to know about advertising



— *But were afraid to ask*

Most regulations are like vacation photo albums. They're saved religiously but seldom looked at.

So true with USAREC Reg 5-3, Advertising Program Planning and Execution. It's wordy, gray, basically not too inviting. But it's also full of good information.

Here's a Cliffs Notes version of that A&PA bible.

- Paragraph 1-4 - A well-conceived and carefully executed advertising and sales promotion program is an essential part of the Army's accession system.
- Paragraph 2-1 - Recruiters will be kept informed of advertising and promotional programs and strategies so they are able to answer questions raised by prospects and centers of influence.
- Paragraph 2-2 - Locally prepared print materials require brigade commander approval.
- Paragraph 2-3 - Direct mail campaigns will not be undertaken by recruiters, recruiting stations, battalions or brigades without prior approval of the Director, A&PA.

Appendix B

Limits on ad content and placement - more useful guidance.

- Advertising will be consistent in style and tone with the dignity of the Army and the seriousness of its mission.
- Any implication that the Army encourages young people to drop out of school, either high school or college, must be avoided.
- Direct comparisons with benefits available from other military services or civilian employers must be avoided.

- The Army offers guaranteed skill training but cannot guarantee assignment to a position that involves use of that skill.
- Advertising will avoid any implications that the Army is just another job.
- Terms such as 'free,' 'unlimited' and 'lifetime financial security' will not be used.

Make it clear that benefits are available "only if you qualify."

- Care must be taken to avoid excessive exposure of attractive skills where real opportunities to enlist are very limited.
- Exercise care in promoting in-service education opportunities ... It must be made clear that military duties take precedence over academic training.
- All Army advertising will contain a response device.
- Advertising should not be placed where it may give the impression that the Army is sponsoring or supporting a private commercial enterprise. It is prohibited, for example, to purchase advertising on restaurant menus or placemats.
- Army advertising or PPI may not be purchased so as to lack dignity or to appear to promote unhealthy lifestyles. Advertising on matchbooks, for example, is prohibited as it could appear to condone smoking, or advertising on beer mats to condone drinking.
- Advertising in high school yearbooks is discouraged; it may be purchased only as an exception to policy.

As a general guideline, no more than 10 percent of a brigade's or battalion's quarterly local advertising budget should be withheld from the plan for contingencies. Bottom line - when in doubt, check the regulation and use common sense.



ARMY FAMILY TEAM BUILDING

*by Marty Skulas,
HQ USAREC Personnel Directorate*

USAREC delegates went to the nation's capital at the end of February to be certified as Army Family Team Building (AFTB) Master Trainers.

Eleven USAREC students representing each brigade and HQ USAREC, trained with students from US Army Reserve and National Guard units to gain the skills necessary to be an AFTB Master Trainer. Active duty soldiers, civilian staff officers, and family members brought their different levels of experience to the challenging and lively course.

Wife of Army Chief of Staff speaks

Mrs. Gay Sullivan, wife of Army Chief of Staff GEN Gordon R. Sullivan, was one of the featured speakers opening the training session. She outlined the roots of the program which was designed by concerned Army spouses.

One of the key features of the program, she pointed out, was that spouses would be teaching other spouses while soldiers and civilian personnel would receive AFTB information as a part of their

school curriculum.

The training designed to "train the trainer" featured lectures, discussions, and exercises. Students were given hands-on experience in extemporaneous speaking as well as briefing techniques. Marketing and promotion instruction gave students ideas on how to overcome barriers and reach their target audience.

The program of instruction culminated in a presentation by representatives from the National Guard, US Army Reserve, and active component Army. Each group shared information about the challenges facing their service component. The group found that its members were all challenged by the geographical dispersion of each command.

Mrs. Sullivan returned to the course to hold a question and answer session with students before presenting certificates of appreciation to the graduates.

Master trainers

USAREC now has AFTB master trainers in each brigade who can share their new skills with trainer candidates in each battalion and Headquarters



Julia Hodgkins, New England Battalion, and Diane Magrane, 3d Brigade, work on a practical exercise. (Photo by Marty Skulas.)

USAREC. The trainers will be able to guide family members through the AFTB programs of instruction in Level I (designed for family members with less than 5 years experience with the Army), Level II (designed for those with 5-10 years' experience), and Level III (designed for family members with more than 10 years' experience).

One of the lessons learned in the Desert Shield/Desert Storm time frame was that there were many, highly motivated spouses who were ready, willing and able to take on the challenges of running family support groups without regard to the rank of their spouses.

AFTB courses are sequential and progressive in their structure allowing motivated spouses to move

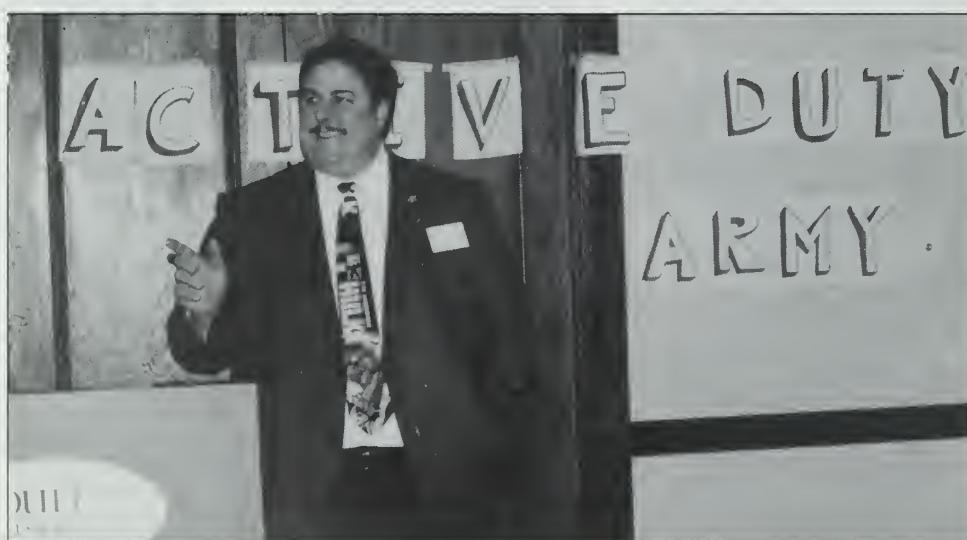


Mrs. Gordon R. Sullivan provides her thoughts on Army Family Team Building. (Photo by Marty Skulas.)

ahead at their own pace. AFTB also provides a great opportunity for new spouses of more senior noncommissioned officers and officers to get acquainted with the Army.

In USAREC, administrative and logistical support for AFTB will be provided by commanders through their family services coordinators (FSCs). Course scheduling will be provided based on the availability of volunteer trainers and the times preferred by the family members. Courses and course materials will be provided free of charge.

In addition to the subjects covered in this Army level training (Army acronyms, etc.), USAREC volunteers will add programs of instruction to equip USAREC family members with the skills they will need to cope with a tour in recruiting. This effort will be coordinated by Soldier/Family Assistance Branch. ☐



Marty Skulas acts as master of ceremonies for a Jeopardy game that teaches students about the active Army. (Photo by Julia Hodgkins.)

Servicemembers Opportunity Colleges

by Bill Kunisch, HQ USAREC A&PA
Education Services Specialist

AS the military grew in the late 1960s and early 1970s, so did the need and demand for higher education. Active duty servicemembers discovered that they were faced with geographical and institutional obstacles. They were denied the opportunity to earn a college degree. Their mobile lifestyle prohibited them from completing a degree program at one college. Most colleges had rigid residency requirements. Colleges did not cooperate with each other, so there was a wide variance in transfer policies among colleges. This resulted in most servicemembers accumulating college credit, but unable to earn a degree. Another hurdle that servicemembers faced was that colleges provided little recognition for non-traditional learning, such as military courses and experience.

These obstacles presented a challenge, but not an insurmountable one. In 1972-73, a unique civilian-military partnership was developed. The American Association of State Colleges and Universities (AASCU) and the American Association of Community Colleges (AACC), with the support of Department of Defense (DOD) and military services organized a consortium of colleges called the Servicemembers Opportunity Colleges (SOC). This partnership includes 13 national higher

education associations. Though colleges were at first reluctant to become a member institution of SOC, there are now 1,035 degree-granting institutions that are accredited by a national accrediting agency.

SOC is a vehicle that helps to coordinate voluntary postsecondary educational opportunities for servicemembers. SOC accomplishes this by:

- seeking to stimulate and help the higher education community to understand and respond to servicemembers' special needs.
- advocating the flexibility needed to improve access to and availability of educational programs for servicemembers.
- helping the military understand the resources, limits and requirements of higher education.
- helping the higher education community understand the resources, limits and requirements of the military.
- seeking to strengthen liaison and working relationships among military and higher education representatives.

To become a member of SOC, colleges must agree to a set of four criteria. The criteria characterize flexibility essential to the improvement of access by servicemembers to undergraduate educational programs.

Criterion one addresses the transfer of credit problem between colleges. Since mobility makes it unlikely that a servicemember can complete all degree program requirements at one institution, a SOC institution designs its transfer practices for servicemembers to minimize loss of credit and to

avoid duplication of coursework. Each institution must provide evidence that it generally accepts credits in transfer from accredited institutions, and that its credits in turn are generally accepted by other accredited institutions.

A SOC institution agrees to criterion two when it limits academic residency requirements for active-duty servicemembers to no more than 25 percent of the undergraduate program. This means



that for a 60 semester hour associate degree program, the servicemember is only required to complete 15 semester hours at one institution in order to obtain residence. For a 120 semester hour bachelor degree program, 30 semester hours would have to be completed for residence. Servicemembers can take these hours from the institution at any time during their program of study, thus avoiding any "final year" or "final semester" residency requirement.

Through acceptance of criterion three, a SOC institution awards credit for military training and experience. A SOC institution recognizes and uses the "ACE Guide to the Evaluation of Educational Experiences in the Armed Services." Each college awards credit for appropriate learning attained in military service schools and for experience acquired through military occupational specialties.

Note: A college does not have to accept the recommendations of the ACE Guide. If a student transfers to a new college, it may require a new evaluation and the new university may give less or more credit.

By agreeing to criterion four, SOC institutions recognize that learning also occurs outside of college classrooms. SOC institutions agree to award credit through use of one or more of the nationally recognized examination programs. These examinations include the College Level Examination Program, DANTEs Subject Standardized Tests, and American College Testing/Proficiency Examination Program.

Over the years SOC has grown into a far-reaching program of bachelor's degrees, associate's degrees, certificates and diplomas for Army, Navy, and Marine Corps personnel. The program offers opportunities for servicemembers to earn college credentials in specialties ranging from accounting to welding.

Also developed are two degree programs for the Army. Servicemembers Opportunity College Army Degree-2 (SOCAD-2) is an associate degree program. There are 86 civilian degree-granting institutions linked in networks to offer courses on Army installations worldwide. More than 60 colleges and universities participate in the bachelor's degree program, SOCAD-4. The key to these two programs is the guarantee of transferability of college credits and a formal agreement between college and student.

SOC has also consistently advocated that military spouses and DOD civilians should enjoy flexible credit transfer and residency policies. SOC has now extended the same principles and considerations to families of active duty servicemembers and DOD civilians, who experience many of the same kinds of disruptions in pursuing a college degree.

Since its inception, SOC has guided the civilian academic community in responding to the particular educational concerns of military personnel. It has significantly increased the educational level of many servicemembers, which has prepared them for their return to civilian life and at the same time aided the services as they became more reliant upon technically proficient individuals.



Whether a servicemember, spouse, or family member, individuals should use the SOC colleges to pursue their college education. One can begin this process by visiting an education center on a military installation or talking with the battalion education services specialist. ☀

Education Alternatives

Soldiers often need individual programs of instruction or individualized methods of completing a course of study, due to remote assignments, shift work, frequent travel, and periodic transfers. Some of these methods, such as correspondence study and documenting previous learning, have a long tradition in education. Others, such as technological delivery systems, are relatively new. In all, the institution granting the academic credit is separated from the student. Independent Study and External Degree Programs form a flexible interface between the soldier-student and the institution, which is located at a distance.

Independent Study Programs

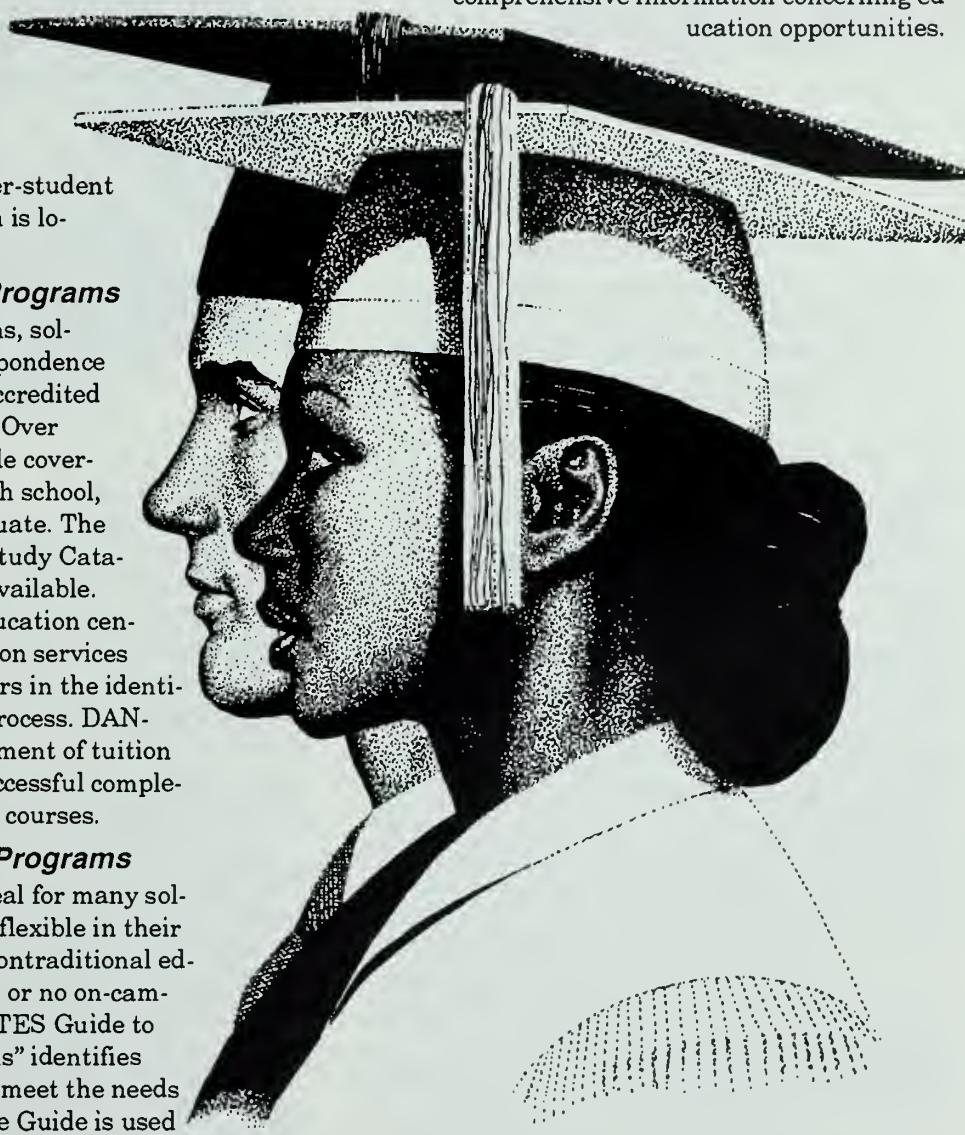
Through these programs, soldiers can complete correspondence courses from regionally accredited colleges and universities. Over 6,000 courses are available covering all levels of study: high school, undergraduate, and graduate. The "DANTES Independent Study Catalog" lists all the courses available. The catalog is used by education center personnel and education services specialists to assist soldiers in the identification and enrollment process. DANTES processes reimbursement of tuition costs for soldiers upon successful completion of independent study courses.

External Degree Programs

These programs are ideal for many soldiers because they are so flexible in their scheduling, incorporate nontraditional education, and require little or no on-campus residency. The "DANTES Guide to External Degree Programs" identifies those programs that best meet the needs of the soldier-student. The Guide is used by education counselors and education services

specialists in assisting soldiers in selecting the institution and the degree program that best fulfills their needs. The Guide lists 100 associate, 212 baccalaureate, 96 graduate degree, and 38 credit-bearing certificate programs. Tuition assistance is usually available for courses offered in the guide.

Soldiers assigned to recruiting should contact their education services specialist (ESS) for more comprehensive information concerning education opportunities.



The story behind the recruiter badge

by Peggy Flanigan
HQ USAREC A&PA

Editor's note: We receive many requests for information on the recruiter badge, and we usually respond with the "short version." Now a long-time USAREC employee has researched the rest of the story.

There are lots of badges worn by soldiers—an Army Staff identification badge, a badge for drill sergeants, one for the guards at Arlington National Cemetery, a Career Counselor Badge and others—but the badge worn by Army recruiters is unique. The Recruiter Badge is not only for identification; it is also an award. A stack of correspondence in the Institute of Heraldry tells the story of Recruiting Command's hope to create something special for the Army recruiter and how finally after 15 years the command's perseverance paid off.

The story began in 1966, when the Recruiting Command, just about two years old, requested authorization to issue an identification badge to be worn by soldiers assigned to recruiting duty.

The request was approved and USAREC was asked to select a design from two choices. The com-



mand selected one similar to today's badge with the lettering "U.S. Army Recruiting Command" stamped on the circular band around the badge. Deleting the words "Recruiting Command," USAREC inserted "recruiter" to identify the wearer as a recruiting specialist. The Institute of Heraldry suggests that the three stars found on today's badge were added at that time, simply to fill space created when the lettering was changed.

It was a fine badge, USAREC concluded. The circular band alluded to the Army's continuous need for young men and women of quality; the eagle stood for federal authority; and the flaming torch referred to advancement opportunities through educational benefits and skill training. The badge was cast in silver-tone metal; a cloth rectangular "badge" was provided for the fatigue uniform.

Six Army recruiting sergeants, representing the more than 2,000 recruiters assigned to USAREC's five recruiting districts, became the first to offic-

ially wear the new badge. The event took place in a special ceremony conducted Sept. 1, 1967, at Fort Monroe, Va., where the command was headquartered. During the ceremony, the Recruiting Command's colors flew for the first time in a military review as the flag was placed alongside "Old Glory."

How could we use those stars?

Even as recruiters pinned on the badge to wear it with pride, some of the people at headquarters were eyeing the three stars as possible marks for good recruiting grades — not unlike the gold stars teachers stick on students' papers to show a job well done. Since the stars were not removable, the recruiting staff wondered, could the Institute of Heraldry design a plastic shield with one to five stars to be worn behind the badge?

Heraldry drew the design for the shield, but the Deputy Chief of Staff (DCS PER) turned down the proposal in the summer of 1972, stating that the shield was gaudy and the colors would not wear well on the Army uniform.

Where there was a will, there had to be a way, USAREC continued to believe. With stubborn resolve the command set out on a long road to convince Department of the Army that recruiters needed their own special badge to show recruiting achievements.

Five badges?

Only four months later, in October 1972, USAREC wrote again to the Institute of Heraldry. "We must place top priority on improving quality," a deputy commanding general forecasted. "Because of this, recruiting is evermore demanding...recognition is necessary to ensure mission accomplishment." If not a shield, could Recruiting Command have five badges? For the first time, along with other badges, the Gold Badge was mentioned.

The Institute indicated that, although their suggested design would put four additional items in the system, it would be the most feasible method.

The basic badge would not change. The remaining four badges would be presented as appropriate to recruiters, WAC counselors, and enlisted commanders when their total individual, area, or unit objectives were achieved and maintained for required periods. A one-star badge would be presented for 100 percent production across-the-board for six consecutive months; a two-star badge for 100 percent production across-the-board for 12 consecutive months; the three-star badge for 100

percent production across-the-board for 18 consecutive months, and the Gold Badge would be awarded for 100 percent production across-the-board for 24 consecutive months.

DCS PER rejected the request. No, no, no, declared the people in the Pentagon. "The Recruiter Badge was intended for identification only. Recruiting Command's various awards and incentives are considered adequate," the letter read.

Undaunted, the Recruiting Command waited. In October 1974, LTG Bernard Rogers, DCS PER, visited USAREC's new offices at Fort Sheridan, Ill. Still learning to recruit an Army of volunteers, and struggling to enlist high quality recruits, the command felt an even greater need to motivate recruiters with a special badge.

The recruiting staff that gathered in the Command Group that day must have been extremely persuasive. After a discussion about a need for a dual-purpose badge, Rogers reached for his pen

With stubborn resolve the command set out on a long road to convince Department of the Army that recruiters needed their own special badge to show recruiting achievements.

and without hesitation signed a letter to the Adjutant General, authorizing the previously rejected five badges. In his haste, he sent the letter on Recruiting Command letterhead.

The Institute of Heraldry, a little agitated at the persistent recruiters, wrote to The Adjutant General that, if they had been consulted, they probably would have discouraged such a proliferation of badges. "But," they wrote, "the die is cast, so we will now cast the appropriate dies."

The Qualitative Incentive Procurement System (QIPS) and the new badges with achievement stars were introduced to recruiters in the September 1974 issue of the *Recruiting and Career Counseling Journal* (a predecessor of your *Recruiter Journal*). The author of the article reminded recruiters, "We're here to get people —



MATERIAL: Red Brass

DIMENSIONS:

DASH NO. -1, -2:

HEIGHT: 2-1/8 inch (5.40 cm) (REF)

WIDTH: 1-3/4 inch (4.45 cm) (REF)

THICKNESS (Minimum): 0.030 inch (0.076 cm)

DASH NO. -3, -4, -5:

DIAMETER (Circumscribed): 3/16 inch (0.48 cm) (REF)

THICKNESS (At thickest point): 0.060 inch \pm 0.005 inch (0.152 cm \pm 0.012 cm)

DASH NO:

-1: Badge-Silver with mounted stars

-2: Badge-Gold with mounted stars

-3: Star -Silver

-4: Star -Gold

-5: Star -Gold with Sapphire

(See Note 11)

good people for the Army. QIPS will add to the drive you guys already have to get as many good people as you can, and it will reward you for doing so."

"Pop-in" stars make sense

By November 1974, USAREC was working with the Institute of Heraldry on the modification of the badge to accept "pop-in" stars. A letter to the DCSPER, dated May 28, 1975, requested permission to incorporate a manmade sapphire in the stars on the Gold Badge. DCSPER quickly approved the proposal.

Army recruiters finally wore the badge that stood out from all others, inasmuch as the basic silver badge represented an identification badge and the subsequent achievement stars that culminated in a sapphire-filled Gold Badge served as awards for excellence in recruiting.

The Institute of Heraldry heard no more about USAREC's badge until MG Maxwell Thurman, USAREC commanding general, wrote to them in June 1980. "I am concerned with the present appearance and use of the U.S. Army Recruiter Badge," he said. "Although the current badge has served us well, we need to develop a new recruiter badge that will not only serve to enhance the appearance of the recruiter, but which can be permanently worn as a part of the uniform in recognition of good and faithful service when the recruiter

leaves the command."

Thurman further explained that a badge, approximately the size of the drill sergeant identification badge, would present a more appropriate and balanced appearance. He added that enamelling in an appropriate color also warranted consideration.

The Department of the Army agreed to reduce the size of the basic silver badge and the prestigious Gold Badge. Piercing and enamelling would be added to the badges.

Specifications for the badge and various achievement stars were drawn up in 1981 to facilitate open bidding by contractors. USAREC's quest for a very special kind of badge was finally complete.

Any other changes?

"Leave the badge as it is," Gold Badge holder SFC Gene Webb, Montgomery Battalion, and a former Recruiter of the Year, said when asked if he would change the badge. "The Recruiter Badge carries more pride, prestige, and tradition than any of the other badges."

SSG Robert Lynch, Cheyenne, Wy., recruiter, silver badge holder, is working on his second gold star. "I like the badge," he said, "It provides an incentive to excel."

Would he change USAREC's "pride and joy?" "Yes," he said, "by putting a shiny finish on the silver badge."

Who wants to write another letter? ☺

1. The term "market" is used very often in our recruiting effort. What is a market?

- A particular group of potential buyers.
- A designated place to purchase a product.
- All people between the ages of 17 and 34.
- None of the above.

2. An applicant has only one dependent under the age of 18 and has a spouse currently on active duty as a member of the USAR. The dependent has been transferred into the custody of another adult by court order. If this applicant meets all other eligibility criteria, which of the following is true?

- The applicant is fully qualified.
- The applicant is fully qualified as long as the adult having custody is not a parent.
- The applicant is disqualified, but a dependency waiver will be considered.
- The applicant is disqualified. Waiver requests not considered.

3. The five sales skills are as follows:

- Prospecting, sales presentations, processing, DEP/DTP maintenance, and follow-up.
- Establish rapport, determine needs and interest, determine qualifications, present features and benefits, and close and handle objections.
- Prospecting, establish rapport, determine needs and interest, present features and benefits, close and handle objections.
- Establish rapport, prequalify, processing, close and handle objections, and follow-up.

4. An individual knowingly received stolen property at age 18 with a value of \$650.00. The court found him guilty of this charge and required him to pay \$450.00 of restitution costs. Which of the following statements is true if this individual applies for enlistment?

- Since the restitution is less than \$500.00, the offense is treated as a misdemeanor.
- This is a felony level other adverse adjudication.
- Since the value of the property was \$500.00 or more, this offense is a typical felony offense.
- The classification of this offense is determined by the maximum length of confinement under local law.

5. If an applicant changes his or her mind about going into the USAR and decides to go RA while at the MEPS, after the USAR recruiter has substantially completed the processing, processing responsibility will be transferred to an RA recruiter. The USAR recruiter will receive _____.

- Mission accomplishment credit and award points.
- Referral credit and awards points.
- Five points at DEP-In and five points at DEP-Out for the applicant.
- Ten points at DEP-In.

6. When a final deposition is not listed on DD Form 369, and court dockets cannot be obtained, then _____ will be submitted to obtain final disposition.

- A telephonic request by the CLT
- A USAREC Form 1037
- A USAREC FL 41
- A telephonic request by the battalion executive officer

7. Who is initially responsible to make DEP follow-up contact?

- Station commander
- Recruiter
- DEP/DTP member
- First sergeant

8. What percent of the junior class list must be constructed by 30 November?

- 50
- 15
- 25
- 75

9. Which is not a symptom of heat stroke?

- Headache
- Dizziness
- Urge to defecate
- Seizures

10. When engaging a jet aircraft that is flying directly at you with small arms fire you should aim?

- Just below the aircraft's nose
- Just above the aircraft's nose
- Straight at the aircraft's nose
- A football field's length in front of the aircraft's nose

11. What number of digits will place you within 10 meters of an object?

- FL 120987
- FL 129874213
- FL 1209
- FL 12098736

12. An eight-digit grid coordinate will locate a point on the ground within _____.

- 100 meters
- 1000 meters
- 10 meters
- 10 feet

13. When sending a radio message, the first step is:

- Listen and make sure the net is clear.
- Identify yourself to the individual you are calling.
- Blow into the handset to clear it.

(The answers to this month's Test can be found on the inside back cover.)

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

I have two suggestions that I feel would allow the recruiters to be more effective, allow greater exposure for the Army, and at the same time not increase costs. First, allow air time for pagers to be paid for through the Recruiter Expense Allowance (REA). I recruit in a rural area. This area is five counties. Needless to say, I am out of my office a lot. I cannot however, allow myself to be out of contact. The pager system allows me to be in contact both with my office and my applicants. This gives me more productive time. I can be away from the office when I have an applicant at MEPS and not worry about his processing. Previously it was necessary for me to sit by the phone in case something happened in his processing. My pager number is on my business cards so that I can be reached whether I am in the office, on a house call, or at home for the evening. This helps stop applicant pirating by other services, when an applicant comes by the office and I'm not there. This system is necessary for me in my job. I have purchased the system myself and will continue to use it. I feel that this should be a justifiable recruiter expense.

Secondly, allow the Recruiter Expense Allowance to be used for discretionary advertising. I usually have a fair amount of REA that I never use. This money could be used for advertising in small local papers, high school and college newspapers. This would allow me to target specific areas that are central to my recruiting. Obviously, this would increase exposure in my area and maximize use of already allocated funds.

As I stated earlier, this would not create any new expenditure but would allow better use of existing funds. This would certainly enhance recruiter performance by allowing him greater flexibility in the use of REA.

Chief of Staff responds:

Thank you for sharing your suggestions to expand the use of the Recruiter Expense Allowance (REA) to enhance recruiter support. We would like to comment on the two issues you proposed.

The argument you present in favor of providing pagers to recruiters is a good one and has been surfaced several times in the past for consideration; each time it has been dismissed as too expensive for the command. The only justification which might change this is a positive impact on production. Recently, at the latest Leaders Conference, several issues were raised including one on pagers. The Information Management Directorate is currently developing a response to Leaders Conference issues and will again raise the issue this month. Eventually this issue will be addressed through a program called Joint Recruiting Information Support System.

Your suggestion that REA be used for discretionary advertising at the local level raises several legal and operational concerns. Since FY 93, local advertising has been executed centrally by the Army's contract advertising agency with input from the battalion Advertising and Public Affairs (A&PA) staff. One of the reasons execution is centralized is because of the legal issues associated with recruiters placing local ads themselves. An advertising insertion order is a contract committing government funds; unfortunately, recruiters do not have contracting agents readily available to advise and protect them, nor formal training in contracting regulations and advertising. Officially, only the Commanding General of USAREC has been given the authority to advertise by the Army Deputy Chief of Staff for Personnel.

USAREC Accession Demographics

As promised in the January *Recruiter Journal*, the following is the four-page Accession Demographics Report including information from 1990 through year-to-date. This report is prepared monthly by Headquarters USAREC personnel in the Program Analysis and Evaluation Directorate and will be published quarterly in the *Recruiter Journal*. The version published here was compiled on 3 Mar 95. For further information, contact Teresa Monroe at (502) 624-0352.

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95*
Number of Accessions						
Total	89619	78241	77583	77563	67468	54391
NPS	84354	74191	75895	70380	59664	49710
PS	5265	4050	1688	7183	7804	4681
PS (%)	5.9%	5.2%	2.2%	9.3%	11.6%	8.6%
Gender Total						
Male(%)	0.853	0.855	0.837	0.843	0.825	0.822
Female(%)	0.147	0.145	0.163	0.157	0.175	0.178
Gender NPS						
Male(%)	85.1%	85.1%	83.5%	83.6%	81.6%	81.7%
Female(%)	14.9%	14.9%	16.5%	16.4%	18.4%	18.3%
Gender PS						
Male(%)	88.5%	91.5%	93.2%	91.1%	89.2%	88.1%
Female(%)	11.5%	8.5%	6.8%	8.9%	10.8%	11.9%
Race/Ethnic (Total)						
White	65.9%	70.6%	69.8%	69.7%	67.6%	67.1%
Black	24.9%	20.2%	20.4%	20.3%	22.1%	21.9%
Hispanic	6.1%	6.1%	6.6%	6.5%	6.8%	7.1%
Other	3.1%	3.1%	3.2%	3.5%	3.5%	3.9%
Race/Ethnic (NPS)						
White	65.8%	70.2%	69.6%	69.3%	67.2%	66.9%
Black	25.0%	20.5%	20.6%	20.4%	22.1%	21.8%
Hispanic	6.1%	6.1%	6.7%	6.7%	7.1%	7.4%
Other	3.1%	3.2%	3.1%	3.6%	3.6%	3.9%
Race/Ethnic (PS)						
White	68.7%	77.7%	80.3%	73.5%	70.2%	69.3%
Black	23.6%	15.0%	12.6%	19.3%	22.2%	23.1%
Hispanic	5.3%	4.8%	4.6%	4.9%	4.5%	4.3%
Other	2.4%	2.5%	2.5%	2.3%	3.1%	3.3%

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95*
Education (Total) Current Tier System Used						
HS Diploma(%)	94.9%	97.5%	99.9%	94.4%	95.2%	96.1%
Non-HS Diploma(%)	5.1%	2.5%	0.1%	5.6%	4.8%	3.9%
Education (NPS)						
HS Diploma(%)	95.0%	97.6%	99.9%	94.5%	95.1%	96.1%
Non-HS Diploma(%)	5.0%	2.4%	0.1%	5.5%	4.9%	3.9%
Education (PS)						
HS Diploma(%)	93.6%	94.7%	97.0%	94.0%	95.6%	97.0%
Non-HS Diploma(%)	6.4%	5.3%	3.0%	6.0%	4.4%	3.0%
Test Score Category (Total)						
TSC I (%)	4.1%	4.6%	4.7%	4.6%	5.0%	4.7%
TSC II (%)	33.6%	38.8%	39.7%	36.2%	36.3%	35.7%
TSC IIIA(%)	29.4%	31.5%	33.5%	29.7%	29.7%	30.4%
TSC I-III A(%)	67.1%	74.9%	77.9%	70.5%	71.0%	70.8%
TSC IIIB(%)	31.0%	24.2%	21.7%	27.3%	27.3%	27.7%
TSC IV(%)	1.9%	0.9%	0.4%	2.2%	1.7%	1.5%
Test Score Category (NPS)						
TSC I (%)	4.0%	4.5%	4.6%	4.4%	4.7%	4.6%
TSC II (%)	33.3%	38.3%	39.3%	35.6%	35.7%	35.5%
TSC IIIA(%)	29.5%	31.5%	33.7%	29.9%	30.1%	30.7%
TSC I-III A(%)	66.8%	74.3%	77.6%	69.9%	70.5%	70.8%
TSC IIIB(%)	31.3%	24.8%	22.0%	27.7%	27.6%	27.7%
TSC IV(%)	1.9%	0.9%	0.4%	2.4%	1.9%	1.5%
Test Score Category (PS)						
TSC I (%)	5.6%	7.3%	9.6%	6.2%	7.0%	6.6%
TSC II (%)	39.2%	47.9%	56.6%	42.1%	40.8%	38.7%
TSC IIIA(%)	28.6%	31.5%	24.7%	27.8%	27.4%	27.3%
TSC I-III A(%)	73.4%	86.7%	90.9%	76.1%	75.2%	72.6%
TSC IIIB(%)	26.5%	13.3%	8.9%	23.8%	24.8%	27.3%
TSC IV(%)	0.1%	0.0%	0.2%	0.1%	0.0%	0.1%

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95*
Marital Status (Total)						
Married(%)	14.3%	15.1%	14.4%	16.9%	17.1%	12.5%
Single(%)	83.8%	82.4%	83.7%	80.1%	76.7%	80.4%
Divorced(%)	1.4%	1.9%	1.2%	1.4%	1.5%	1.1%
Other/Unknown(%)	0.5%	0.6%	0.7%	1.6%	4.7%	6.0%
Marital Status (NPS)						
Married(%)	11.9%	13.3%	13.6%	13.4%	13.8%	10.3%
Single(%)	86.5%	84.7%	84.7%	84.6%	82.8%	85.6%
Divorced(%)	1.1%	1.6%	1.2%	1.1%	1.2%	0.9%
Other/Unknown(%)	0.5%	0.4%	0.5%	0.9%	2.2%	3.2%
Marital Status (PS)						
Married(%)	52.5%	47.0%	45.8%	51.2%	42.5%	36.0%
Single(%)	38.2%	41.2%	40.5%	36.0%	30.5%	25.0%
Divorced(%)	6.3%	6.9%	4.1%	4.2%	4.2%	3.3%
Other/Unknown(%)	3.0%	4.9%	9.6%	8.6%	22.8%	35.7%
Term of Enlistment (Active Duty) (Total)						
2 Years(%)	13.6%	16.1%	18.2%	5.1%	4.7%	4.4%
3 Years(%)	19.0%	15.0%	28.6%	45.6%	46.6%	48.3%
4 Years(%)	56.4%	47.7%	35.9%	38.1%	36.6%	36.7%
5 Years(%)	6.7%	13.6%	10.4%	5.7%	5.6%	5.5%
6 Years(%)	4.3%	7.6%	6.9%	5.5%	6.5%	5.0%
Mean Years	3.7	3.8	3.6	3.6	3.623	3.582
Term of Enlistment (Active Duty) NPS						
2 Years(%)	14.4%	16.4%	18.6%	5.6%	5.4%	4.8%
3 Years(%)	20.0%	14.9%	27.2%	41.9%	42.4%	45.5%
4 Years(%)	54.6%	47.0%	36.5%	40.5%	39.2%	38.4%
5 Years(%)	6.7%	13.9%	10.6%	6.0%	6.0%	5.9%
6 Years(%)	4.3%	7.8%	7.1%	6.0%	6.8%	5.3%
Mean Years	3.7	3.8	3.6	3.6	3.665	3.612
Term of Enlistment (Active Duty) PS						
2 Years(%)	0.2%	10.5%	0.0%	0.0%	0.0%	0.4%
3 Years(%)	2.9%	15.9%	92.1%	81.6%	78.3%	77.5%
4 Years(%)	86.6%	59.4%	6.8%	14.6%	16.3%	18.8%
5 Years(%)	7.2%	7.9%	0.8%	2.3%	2.2%	1.5%
6 Years(%)	3.1%	6.3%	0.3%	1.5%	3.0%	1.7%

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95*
Mean Years	4.1	3.8	3.1	3.2	3.298	3.266
Age (Mean) on Day of Contract						
Total	20.3	20.7	20.3	20.7	20.98	20.52
NPS	19.7	20.4	20.2	20.3	20.408	20.034
PS	25.8	25.9	24.9	24.9	25.329	25.668
Time in Delayed Entry Program (Mean Months)						
Total	3.9	3.5	3.9	3	3.282	4.5
NPS	4.1	3.7	4	3.2	3.517	4.683
PS	1.8	1.1	2.2	1.3	1.482	2.557
Years of Education (Mean) On Day of Contract						
Total	12.1	12.2	12.2	12.2	12.209	11.855
NPS	12.1	12.2	12.2	12.2	12.207	11.825
PS	12.2	12.3	12.3	12.2	12.23	12.169
Armed Forces Qualification Test (Mean)						
Total	58.9	61.7	62.5	60.3	60.579	60.401
NPS	58.7	61.4	62.3	59.9	60.168	60.167
PS	62.4	67.5	70.6	63.7	63.719	62.884
Number of Dependents (Mean)						
Total	0.23	0.28	0.26	0.32	0.321	0.238
NPS	0.21	0.24	0.24	0.24	0.247	0.19
PS	1.1	1	0.9	1.02	0.885	0.751

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.



Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

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U.S. ARMY RECRUITING COMMAND
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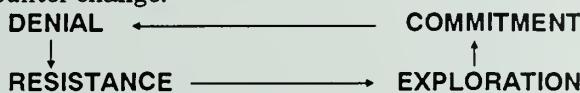
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Managing change

by Warren Nielsen

Behaviorial scientists state the obvious: "Change is inevitable." Actually, there is no way to *prevent* change. The real issue is how do we *deal with* the change. Are we victims (those who are unprepared or overwhelmed by the change) or do we master the change (recognize it, prepare for it, and take advantage of the change opportunities)?

The experts say that people and organizations go through a four-phase process when they encounter change:



Behaviors in each change phase

Denial:

Avoidance — It's never going to happen.
Apathy — Who cares? Let'em do it.
Numbness — Don't want to talk about it.

Resistance:

Anger — It's not fair, it's stupid.
Mistakes — I just don't care anymore.
Complaints — We're always last to know.

Exploration:

Enthusiasm — I think this way is better.
Chaos — I'll never figure it out.
Preparation — Let's go over it all again.

Commitment:

Teamwork — We're working together.
Efficiency — I'm pleased with work.
Future — The next will be better.

Where do you fit within these phases?

We all go through these steps in accepting change. They are natural and healthy. Some of us, however, linger in denial and resistance, but for what purpose? We only get more frustrated, waste valuable energy, and become less productive.

Some helpful strategies while in *denial*:

- Recognize and accept your need to deny the change
- Don't overwhelm yourself.
- Take time to understand your thoughts and feelings.
- Accept the fact that change is coming.
- Think realistically and positively about the future.

Strategies while in the *resistance* phase:

- Don't get stuck in anger. Is it an excuse?
- Take care of yourself: Watch for accidents and illness.
- Let go — find a way to release the past.
- Identify your reasons for resistance: anger; self-doubt; fear; anxiety; uncertainty; or reluctance to give up the status quo.
- Find out the reasons for change, look for positives.
- Don't burn your bridges or say things you may regret.

Working through the *exploration* phase:

- Avoid being scattered by setting priorities and managing your time.
- Look for opportunities in a changing organization.
- Take advantage of the energy that comes in exploration.
- Don't seek perfect solutions, accept temporary measures.
- Avoid wheel spinning over the things you can't control.

Realizing the *commitment* phase:

- What have you learned about yourself?
- This is an ideal time for team building and working together.
- Take time to consolidate growth and celebrate success.
- Avoid letdowns after achieving your accomplishments.
- Take advantage of your independence and confidence.
- Commitment is a time for growth not just survival.
- Set new and more challenging goals.

Those who thrive, succeed, and remain healthy and productive in times of change are described as "change hardy." They:

- Demonstrate commitment to growth and their careers.
- Seek change as a challenge and as an opportunity.
- Focus energy and attention on what they can control.
- Solicit support, feel a sense of connection.

Success 2000 has caused a change in our business practices. We must continue to focus on: understanding the need for change, empowering recruiters, building trust and accepting the need for courage to achieve our goals.

Mr. Nielsen is the Total Recruiting Quality program manager at HQ USAREC and a member of the American Society of Military Comptrollers.



The more you help, the less they hurt

by Dwayne Ferguson, FAP Manager

Throughout the world, military communities will observe April as Child Abuse Prevention Month by focusing on prevention education that addresses this pressing social problem.

Child abuse is both a crime and a tragedy that doesn't have to happen. We have the power of choice to use our good parenting skills for the positive nurturing of our children. Recruiting is a stressful business and sometimes the pressures of recruiting bring on the fires of child abuse. When stress builds up, a parent may take it out on a child. Don't let it happen to you. Learn how to handle stress. Take time for yourself every day. Talk to a friend who will listen. Go for a walk and do something you enjoy. Try to stay in control. The next time you're about to lose your cool, stop! Don't do anything until you're calm. Then think about how you can make things better. When you feel you can't stop feeling angry or upset, talk to someone you trust.

There are four types of child abuse:

- Physical abuse.
- Sexual abuse.
- Emotional abuse.
- Neglect.

Child abuse and neglect statistics in the United States for 1993 says about 45 out of every 1,000 children were reported victims of maltreatment. The reports have been separated

into the following categories.

Neglect	1,404,830 (47%)
Emotional abuse	59,780 (2%)
Physical abuse	896,700 (30%)
Other*	269,010 (9%)
Sexual abuse	328,790 (11%)
Total	2,989,000 children

* "Other" may indicate more than one form of abuse or abandonment.

In 1993, an estimated 1,299 child abuse and neglect related fatalities were confirmed by Child Protective Service agencies in the United States. (National Committee to Prevent Child Abuse/Chicago, IL)

Child abuse is in reality a community problem (3,587 substantiated Army cases), and it must be addressed. Individuals and society as a whole must understand and accept the premise that "everyone has a responsibility" in preventing child abuse.

USAREC has the personnel and resources available to successfully support and provide programs to prevent child abuse. A child once betrayed needs the guiding light of a trusted friend. When everyone in USAREC actively focuses on the healthy, wellness of children, they play a vital role in supporting and strengthening healthy families and truly being a trusted friend.

The best way to stop this vicious cycle of child abuse is to get help.

The mission of the USAREC Family Advocacy Program is: to reduce family disruption and violence; promote effective family functioning by establishing informative and educational programs which support strong, self-reliant soldiers and families; provide services to at-risk families; ensure prompt reporting of instances of abuse, prompt assessment, and investigation; and provide treatment to all affected family members.

Preventing domestic violence is key to breaking the vicious cycle of child abuse.

The Family Advocacy Program Manager at USAREC and the Family Services Coordinators at brigade and battalion headquarters are professionally trained personnel who are available resources for assisting in implementing programs for prevention, intervention, reporting, and referral for assessment and treatment in the arena of child abuse. A part of this mission is to ensure providing services to all the USAREC family and to make FAP services known, accessible, and attractive.

The most beneficial way to stop this vicious cycle of child abuse is to get help. You are not alone. Being a parent isn't easy for everyone. The family programs provided at the brigade family symposiums, the annual training conferences, and the family support portion of FAP training at the company level are critical to maintaining family wellness. Recruiters function better when their families are stable, secure, and safe. In turn, families support soldiers if they are knowledgeable of how recruiting functions, what support is available to them, and how to obtain that support.

The following programs are offered by your nearest military installation (Army, Air Force, Navy, Coast Guard) to promote family wellness and to stop the pain of child abuse.

- Parenting classes
- Respite day care
- Waiting spouse getaway day
- Home visitor or parent aide

- Homemaker services
- Support groups
- Crisis intervention
- Stress management
- New parent support
- Child care opportunities
- Family welcome
- Outreach
- Alternative discipline
- Financial counselling
- Hotlines

Contact your battalion FSC for information about the programs. Parents, act now to prevent child abuse, be involved in the classes and programs. You can make a difference, an impact on the critical problem of child abuse. A child's well being is a sacred trust.

In closing, the following poem says it best:

*A hundred years from now,
it will not matter what my bank account was,
the sort of house I lived in,
or the kind of clothes I wore,
but the world may be much different
because I was important in the life of a child.*



Don't hurt the one you love.

Recruiter builds champion body

by Ray Graham, Honolulu Company A&PA

"I attribute much of my success in body building to the self-discipline I gained from the Army," says Army Reserve recruiter SFC Stuart Lallier. "The Army is really the only workplace I know that is serious about physical fitness." And, he says much of his success as an Army Recruiter is directly attributable to body building. "Body building is a real ice-breaker. Having a strong body yields respect from the young people I recruit. It builds rapport and helps me relate to them. With body building, you carry the results of your effort with you wherever you go," he explains.

Lallier, one of Honolulu Recruiting Company's most successful recruiters, recruits for the Army Reserve at the Pearlridge Recruiting Station. He is well known in the world of body building and has competed both locally and in Europe.

"The self-discipline taught me by the Army enables me to stick to the tough body building regimen," explains Lallier. That regimen includes intensive work outs at least five days a week, and a diet of 25-30 boiled egg whites a day. "I haven't eaten a hamburger since 1984," he attests. "I eat six or seven small meals a day to maintain a constant flow of nutrition,"

says the 235-pound weight lifting pro. Lallier is living proof that working out works. "When I started lifting in 1979, I weighed in at 145 pounds. Now I'm up to 235 pounds," he says. His body fat is normally only three to four percent.

In the gym, morning and night four to five times a week, the regimen consists of an hour of cardiovascular exercise, i.e., life cycle, stairs, and heart-intensive training. For the remainder of the time it is strictly weight lifting.

Just as a successful recruiter never eases off on recruiting, Lallier says, you never reach a fitness level at which you can ease off in the training. "The stronger you become, the more you need to work out to maintain your peak fitness level. To achieve in the extreme, you have to train in the extreme," says Lallier.

Lallier keeps a busy schedule combining Army recruiting with his exercise curriculum. "I only need four to five hours of sleep a night," he explains. "Any more than that and I feel sluggish."

He spends a lot of time in his high schools. Physical education teachers in Hawaii call on him frequently to give instruction in body building to their classes. He is also frequently called up to serve as a "Stay in School and Stay off Drugs" mentor to elementary and intermediate school kids in Hawaii. These teaching opportunities provide a good lead source, according to Lallier.

In explaining the Army to potential recruits, Lallier draws on a variety of Army assignments including Hawaii and West Germany, as well as various temporary duty in the Far East.



SFC Stuart Lallier, Pearlridge, Hawaii, Army Reserve recruiter, demonstrates his physique with movie star and bodybuilder Arnold Schwarzenegger. (Courtesy photo.)

A peek at Special Forces

*Photo and story by Sara Kirk,
Raleigh Battalion A&PA*

Through the trees, down the trail, over the hills, across the bridges walked Special Forces candidates with ruck sacks on their backs. Eight to 10 men silently carried 90-pound ammunition crates.

It's not the usual picture of soldiers walking or running in cadence and chanting. "These are candidates for the most elite organization in the Army, the Special Forces," said SFC Cary Bolt, recruiter from Heidelberg, Germany. "No other soldier is exposed to such a high degree of rigorous training for unconventional warfare," he added.

The Special Operations Recruiting Detachment, after becoming a command, held its first conference in October. MAJ Gerald Prater, chief, Special Missions Division of USAREC, said that this training conference was designed to clear up the myths and misconceptions floating around.

This particular conference was specifically designed so that recruiting officers and NCOs could experience and witness actual training elements. "The Special Forces recruiters will be better prepared to sell the program," Prater said.

SFC Joseph Phillips, Operations NCO, stationed at Fort Bragg, said the graduation rate from such training is about 53 percent. "This is not a pass/fail program," he said. "A candidate can leave the training whenever he chooses. He simply



Candidate weighs rucksack before leaving for training maneuvers.

returns to his unit."

Because of the sensitive nature of this program, Phillips explained that there's no stigma attached to anyone who leaves; no negative narrative is placed in the 201 file.

Phillips said the candidates must be lean and in excellent physical condition before coming to the training.

Specific testing areas involve the Defense Language Aptitude Battery, audio perception codes, the MMPI Intelligence tests, (550 questions with a two-hour limit) and sleep deprivation (limited sleep and individual tasks during stress and pressure).

Candidates are given a nine-week PT program. This program includes rope climbing, ruck marching, a 50-meter swim test (fully dressed), a seven-mile run, a PT test using 17-21 age category, and other challenges. Phillips said the candidates burn about 8,000

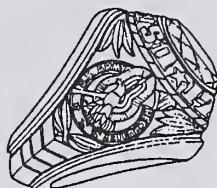
calories daily. During the training day, one hot meal and two MRE meals are served.

At the end of the training, graduates are assigned an MOS based on their training success, test scores, and overall Army background. After graduation, the soldier is assigned to one of the five SF groups worldwide. Detachments are located at Forts Bragg, Campbell, Carson, Lewis, and Stuttgart, (Germany) Okinawa, and Korea.

To be considered for SF, a soldier must be male, a US citizen, a high school graduate, have obtained a QT score of 110 or higher, and be able to obtain a secret security clearance.

The four SF recruiting stations are located at Forts Bragg, Campbell, Lewis, and Heidelberg, Germany, and have worldwide responsibility. Each recruiter, officer, or NCO knows that he must be committed to the mission.

Brigadier General Patricia Hickerson, Deputy Commanding General (West), conducts her first ring ceremony.



BG Patricia Hickerson's first presentation of a recruiter ring was made to SSG David Swinson, station commander, Clinton (Okla.) Recruiting Station, January 24, 1995. (Photo by Karen Carr, Oklahoma City A&PA.)



SFC Steven Walker, station commander, Muskogee (Okla.) Recruiting Station, and SSG George Cauley III, station commander, Harrison Recruiting Station, receive recruiter rings from BG Hickerson, January 26, 1995. (Photo by Peggy Holland, Oklahoma City A&PA.)

Doing double duty in Indianapolis Battalion

Story and photo by Dorothy Summers, Indianapolis Battalion A&PA

■ He's four people in one, competes with a passion, and scores with the best.

A Muncie, Ind., recruiter, SSG Charles Pulliam, came to the Indianapolis Battalion in July and until late September played the dual role of both father and mother because his wife had to close out her job in Burlington, N.C.

"It should be a lot easier since she arrived. Maybe now I won't have to get up at 5 a.m., go running, get my sons up, ready for school, drop them off, rush to work, change hats again, dash off to the football field and become assistant coach," he says.

Father, mother, recruiter, and assistant high school football coach — while Tammy Pulliam's arrival has since spelled relief on the home front, the demands of his other roles keep this recruiter moving at top speed the rest of the time.

His day, which is busy with family, telephone calls to prospects, appointments, and area canvassing, picks up speed at 3 p.m., as the Muncie recruiter suits up to become assistant coach.

"Normally, I wear an Army hat and jacket which act as a catalyst; by that I mean, teachers and students ask me questions about the Army; it



SSG Charles Pulliam stays in shape with deep knee bends, push-ups and good Army physical training. As assistant football coach at Yorktown High School, he asks no more of his team than he is able to do.

sells itself," he says.

Practice time lasts until 5:30 p.m., and that's when Pulliam has his linebacker and tight ends for a 30-minute crunch-time workout of push-ups, flutter kicks, sit-ups and some good Army physical training. After that, it's practice.

Pulliam coaches 10 - 12th grade students and is proud to be an assistant coach. He also has something some recruiters want with their schools — great rapport. As "Sarge" puts it, when he wants to do lunch-time presentations, the assistant principal sends out letters to the teachers announcing Sarge is coming — that's what everybody calls him.

When he does the presentations, "I bring a large RPI rack, complete with RPIs and attached business cards, the JOIN system, my sales book

and 200 cards. Many times students are afraid to talk to the military or they think it's not for them," he says.

"When I bring that JOINS machine, I'm guaranteed conversations with students and I'll get some appointments because students will stop and look at the video," adds Pulliam. "When they see soldiers jumping out of planes or they see those tanks, they'll ask me questions. A lot of times, they'll take the RPIs, call me later and ask for an appointment."

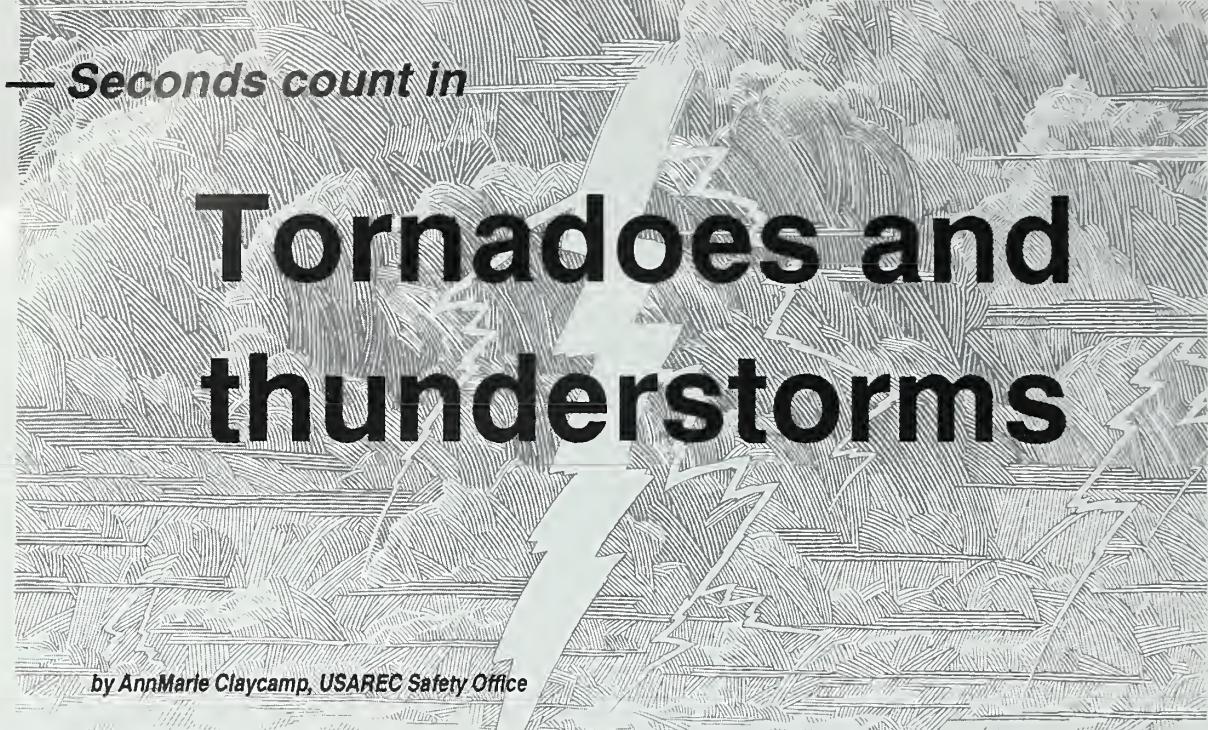
Pulliam, a recruiter for seven months, has gotten more than 20 leads and expects at least five contracts by the end of the school year.

As a result of his coaching job, Pulliam has also developed some good center of influence contacts and expanded that list when his COI event took place at Yorktown High School.

"It went off great," adds Pulliam. "Everyone met my station commander and the battalion commander. COL Stewart McGregor, the featured speaker, was fantastic." McGregor is 3rd Brigade (Provisional) commander.

For Pulliam, another door-opener at Yorktown has been the "Athlete of the Week" certificates provided by battalion headquarters. "The school loves them; they send them out and have them specially printed," he says.

Right now Sarge plans to continue as Yorktown High School's assistant coach. And, although the football season for this year ended in November, explains Pulliam, there's next year and practice begins in July.



by AnnMarie Claycamp, USAREC Safety Office

Now that spring is here, so is warmer weather. Warmer weather can also bring tornadoes, lightning, thunderstorms, and other extreme weather conditions.

Severe thunderstorms and lightning are always dangerous. Severe thunderstorms mean that winds reach more than 57 mph, or there is hail three-quarters inch or more in diameter. Lightning is an effect of electrification within a thunderstorm. Lightning flashes through the sky, heating the air so quickly that the air expands at such an extreme speed, it literally explodes. As it does so, it produces a loud noise — thunder. A lightning bolt is seen before the sound of thunder reaches us because the speed of light is almost a million times that of sound.

- Go inside for protection immediately.
- When inside, stay away from windows, water and faucets.
- Do not use the telephone, since lightning can travel down phone wires.
- Turn off and unplug televisions, computers, or other appliances.
- If you are in a hard-topped car, stay there.
- If you are caught outside, stay away from tall trees, open fields or open waters.
- Stay away from bicycles, golf clubs, and other metal objects.

Tornadoes are the most destructive of all. They strike fast and with great force. A tornado is a

violent, rotating column of air in contact with the ground. It generates winds up to 300 mph. Specific danger signs of a tornado are severe thunderstorms with frequent lightning, heavy rain, strong winds, hail from dark clouds, a roaring noise, or the appearance of a dark, spinning funnel stretching from the sky to the ground.

Tornadoes generally occur in spring and early summer in the southern, midwestern, and plains states with the months of April, May, and June having the greatest total frequency. Tornadoes usually move from southwest to northeast, but they can move in any direction and change course suddenly. Within seconds, they can severely damage property and injure and kill people.

- Go to a safe place such as a corner, along an outside wall, underground, a basement, or underneath stairs.
- Stay away from doors, windows, and long-span buildings or rooms.
- Get low to the ground and protect your head.
- Listen to local radio for further information.

Watch for weather conditions and listen to weather reports. If conditions are favorable for a thunderstorm/tornado, a watch will be issued by the weather bureau. If a thunderstorm is approaching or a tornado has been sighted, a warning is issued.

You cannot do anything about the weather, but you can protect yourself and your family from weather related disasters by being informed, prepared, and protected.

YATS and YATS "Plus" Results

The latest Youth Attitude Tracking Study (YATS) topline returns are in and propensity trends reveal a toughening resistance toward Army service among our prime market youth. Since 1975, the Department of Defense annually has conducted this study, a computer-assisted telephone interview of a nationally representative sample of 10,000 young men and women. This survey provides information on the propensity, attitudes, and motivations of young people toward the military services. Research has shown that there is a strong relationship between the expressed intentions of young men and women and their actual enlistment behavior.

Enlistment propensity is the percentage of youths who state they plan to "definitely" or "probably" enlist in the next few years. In 1994, the percent of 16-21 year-

old males who expressed such interest in the military continued to decline 3 percentage points from the 1993 YATS survey to 26.3 percent. This drop in those 16-21 year-old men who expressed enlistment propensity for at least one active-duty service is more significant, 8 percentage points, from the 1991 historic high.

From a service-specific perspective, propensity among 16-21 year-old men to join the Army, Navy, and Air Force declined significantly over the past few years. Propensity to join the Army has declined most sharply from 17.4 percent in 1991 to 10.6 percent in 1994. Propensity to join the Marine Corps, on the other hand, has been relatively stable since the end of the Cold War.

The decline in propensity evident among 16-21 year-old men is not mirrored for the other demographic groups surveyed by YATS. For example, propensity of 16-21 year-old females for Active Army service has remained relatively stable since 1989. The table below details the young female

propensity trends since 1989.

In the summer of 1994, the Army conducted a YATS "Plus" survey of 3,000 males, 16-21 years old, to determine reasons for the decline in propensity among our prime market. The data was obtained via a telephone survey and the major reasons to join the Army and *not* to join the Army were explored.

Reasons to Join the Army. The respondents were asked an open-ended question: "If you were to consider joining the Army, what would be the main reasons?" The top two reasons mentioned were to 'Pay for Education' followed by 'Develop Work Skills'. Interestingly, those who expressed positive propensity were more likely to say 'Develop Work Skills' while those negatively propensed toward Army service were more likely to mention 'Pay for Education' as a reason to consider joining the Army. This reaffirms our communications strategy in place, which emphasizes these two benefits of Army service.

Young Females	1989	1990	1991	1992	1993	1994
Composite Active Propensity	13.9	13.2	15.2	12.0	12.0	13.4
Army	6.4	6.3	7.3	4.9	5.2	7.0
Navy	5.0	4.7	5.8	3.7	3.5	4.7
Air Force	8.3*	7.2*	9.0*	7.4*	6.9*	4.7
Marine Corps	3.9	3.5	3.0	3.3	3.6	3.8

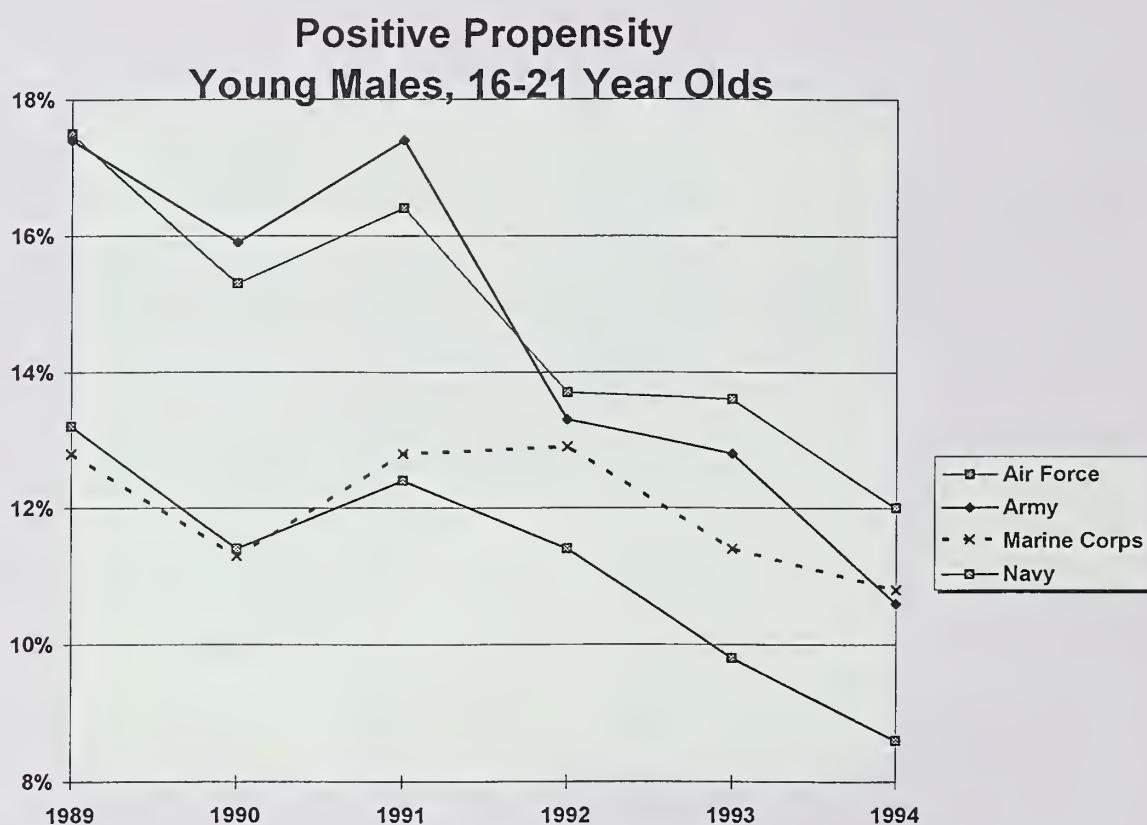
*Differences from 1994 are statistically significant at the p=.05 level.

Reasons Not to Join the Army. Here the respondents were asked, "What would be the main reasons for not joining the Army?" The two major reasons expressed were 'Other Plans' (school or work) and 'Dislike the Army Lifestyle'. The 'Other' category received over one-quarter of the responses and included a variety of unique reasons that could not be neatly codified, many of which the recruiter hears daily from uninterested prospects. We did learn that current events, homosexual

policy attitudes, Army downsizing, and relevance of the Army were not significantly mentioned reasons for not joining the Army.

How we can use this information. Recognize your competitors, college and work, and emphasize the Army offerings of money for college and guaranteed skill training to these prospects. Overcoming the barriers to Army enlistment is an ongoing process for every field recruiter. Research has shown that the better informed a candidate is about the

Army opportunities, benefits, and lifestyle, the more likely that individual will have a more positive outlook toward the Army. The latest drop in propensity reveals a resistant market environment. The commanding general has already gained approval for an increase in the recruiter strength levels and additional advertising funds. Recognizing the challenging environment and approaching it with confidence and persistence will help the command achieve its goals.



Source: 1994 YATS

Changes to processing of prior service/IRR applicants

Ref RECUSAR msg 95-010, Part I, dated 15 Feb 95, Subject: **Changes to Processing of Prior Service/IRR Applicants.** The purpose of this message is to inform of authorization to enlist PS and IRR soldiers into close-in training seats (120 days prior to AIT report date maximum). Guidance counselors will process all PS applicants or IRR soldiers for enlistment/transfer to a TPU following the procedures outlined below:

1. PS applicants or IRR soldiers whose PMOS/SMOS/AMOS is available will be processed for MOSQ vacancy only.

2. If the applicant desires to fill an available will-train slot, and there is no MOSQ vacancy, the GC will process as usual (no changes).

3. PS applicants or IRR soldiers whose PMOS/SMOS/AMOS is not available on REQUEST have the option to enlist or transfer into either a will-train slot or attend an active duty AIT for an MOS for which they are qualified. The training seat date must be within 120 days.

4. When the applicant wishes to attend an active duty AIT school, the GC will transfer the record from ARADS as usual. Once the record is built, the GC will access ARQST on REQUEST entering the following data:

- The dates for the lookup will be limited to 120 days.
- Enter "N" for BT and BAT, and "Y" for AIT.
- Enter term months enlisting for. All applicants must have, as a minimum, 36 months for term months. If the MOS (enlisting or transferring for) requires a 48-

month enlistment, based on qals, that will be the minimum term of enlistment. All immediate reenlistment transfer criteria (IAW AR 140-111, Chapter 7) must be met for IRR transfers incurring an additional obligation.

- Once lookup selections appear and the applicant selects an MOS, the reservation will be accomplished as normal, ensuring ship date is within 120 days.
- Orders will be processed by the MEPS, using an IET fund site.
- 5. GC will ensure that all applicants are processed IAW USAREC Reg 601-98, verifying that ASVAB and physical are within 24 months. NAC procedures will be followed as prescribed in USAREC message 95-004, Part II.

Correction to driver's license requirements

Ref RECUSAR msg 95-011, dated 21 Feb 95, Subject: **Driver's License Requirements for USAR.** USAR applicants (except CHIS and HSSR) enlisting for an MOS that requires a license must have a valid driver's license (not a permit) at the time of enlistment.

Currently in high school and high school seniors (only) may enlist into these MOS without providing proof of driver's license. They must, however, have been issued a learner's permit. The applicant will read and sign a statement on page 3 of the DD Form 1966 remarks section "that he/she will/must obtain a valid state driver's license (not permit) prior to shipping for IADT." Guidance counselors will request override through recruiting brigade opera-

tions. Under no circumstances will a guidance counselor build an applicant's record as "yes" without proof of driver's license. These individuals will not be allowed to ship without proof of a valid driver's license.

IRR to TPU transfer guidance

All IRR to TPU transfer soldiers must meet the standards of AR 600-9. These soldiers will either meet the weight for height screening requirement or be within the maximum allowable percent body fat standards. The height and weight must be entered on the DA Form 4187 when sent to ARPERCEN for an alpha control number. If the soldier is over the weight for height screening table, then the appropriate DA Form 5500 (male) or 5501 (female) must accompany the DA Form 4187 for issuance of an alpha control number.

Before faxing the DA Form 4187 to ARPERCEN for issuance of an alpha control number, the "To" and "From" blocks must be complete.

1. Section I (name, grade or rank/PMOS, and social security number blocks).
2. Section III (signature of member and date blocks).
3. Section IV (height, weight, RSID, date of birth [DOB], verified by recruiter, recruiter signature, and date blocks).

Also, pending an update of the DA Form 4187, the gender of the applicant (male or female) must be added in Section IV, Item 1 (above height and weight).

Any questions concerning information in this USAR News should be directed to your battalion USAR Operations section.

The following is a list by battalion of the first OPSC and LPSC to achieve mission box in RSM February.

2d Brigade

ALBANY

LPSC - Troy RS
OPSC - Fuerth RS

BALTIMORE

LPSC - Portsmouth RS
OPSC - Suffolk

NEW ENGLAND

LPSC - Haverhill RS
OPSC - Keene RS

HARRISBURG

LPSC - Carlisle RS
OPSC - Elizabethtown RS

NEW YORK

LPSC - Jamaica RS
OPSC - Huntington RS

PHILADELPHIA

LPSC - Northfield RS
LPSC (tie) Sherrerville RS
OPSC - Germantown RS

PITTSBURGH

LPSC - Franklin RS
OPSC - Sharon RS

SYRACUSE

LPSC - Watertown RS
LPSC (tie) Utica RS
OPSC - Herkimer RS

BECKLEY

LPSC - Christianburg RS
OPSC - Richlands RS

2d Brigade

ATLANTA

LPSC - College Park RS
OPSC (tie) - Toccoa RS
OPSC - Dalton RS

COLUMBIA

LPSC - Charleston Downtown RS
OPSC - Georgetown RS

JACKSONVILLE

LPSC - Daytona Beach RS
OPSC - Brunswick RS

MIAMI

LPSC - Lauderhill RS
OPSC - St. Thomas RS

MONTGOMERY

LPSC - Montgomery East RS
OPSC - Brewton RS

NASHVILLE

LPSC - Chattanooga East RS
OPSC - Somerset RS

RALEIGH

LPSC - Wilmington RS
OPSC - Williamston RS

TAMPA

LPSC - Brandon RS
LPSC (tie) - Port Richey RS
OPSC - Kissimmee RS

JACKSON

LPSC - Gulfport RS



3d Brigade

CHICAGO

LPSC - Mount Prospect RS

CLEVELAND

OPSC - Elyria RS

COLUMBUS

LPSC - Dayton RS
OPSC - Fairfield RS

INDIANAPOLIS

LPSC - Radcliff RS
OPSC - Aurora RS

GREAT LAKES

LPSC - Grand Rapids RS
OPSC - Caro RS

MINNEAPOLIS

LPSC - Escanaba RS
OPSC - Marshall RS

5th Brigade

DALLAS

LPSC - Plano RS
OPSC - Cleburne RS

HOUSTON

LPSC - Baytown RS
OPSC - Nacogdoches RS

KANSAS CITY

LPSC - Independence RS
OPSC - Bolivar RS

NEW ORLEANS

LPSC - Hammond RS
OPSC - Ruston RS

OKLAHOMA CITY

LPSC - Tulsa Downtown RS

SAN ANTONIO

LPSC - San Antonio RS
OPSC - Alamogordo RS

DES MOINES

LPSC - Moline RS
OPSC - Mitchell RS

ST. LOUIS

LPSC - Champaign RS
OPSC - Litchfield RS

6th Brigade

DENVER

LPSC - Colorado Springs NE RS
OPSC - Alamos RS

LOS ANGELES

LPSC - Pomona RS
OPSC - Pasadena RS

PHOENIX

LPSC - Albuquerque Downtown RS
OPSC - Gallup RS

PORTLAND

LPSC - Guam RS
OPSC - Klamath Falls RS

SACRAMENTO

LPSC - Sacramento Florin RS
OPSC - Eureka RS

SALT LAKE CITY

LPSC - Provo RS
LPSC (tie) - Great Falls RS
OPSC - La Grande RS

SANTA ANA

LPSC - El Cajon RS
OPSC - Mira Mesa RS

SEATTLE

LPSC - Tacoma Mall RS
OPSC - Sandpoint RS

Gold Badges

ALBANY

SSG Joshua McKnight, Jr.



BALTIMORE

SSG William P. Asci
SSG Stevie D. Wright
SGT Victor C. Little
SSG Betronnie Williams
SGT Michael C. Morton
SFC Randy R. Pilgrim
SSG Steven C. Robinson
SSG Alfred Hinson
SSG Diane A. Charles
SGT Joseph K. Otis
SGT Denise A. Graves



BECKLEY

SGT Larry D. Richards
SGT John R. Haynes
SSG James E. Porter
SFC William Filipkowski

CHICAGO

SSG Kevin D. McKinley



CLEVELAND

SSG Darlene Bloniarz



COLUMBIA

SSG Paul A. Howell
SGT Antonio Vasquez
SSG Kenneth Meyer
SSG Fred L. Sweeney
SSG Anthony Pignato



DALLAS

SFC Colleen M. Flaherty
SSG Christine Kerr



DENVER

SSG Lonnie C. Zingg



DES MOINES

SSG James French
SGT James Wadkins
SGT Joseph A. Peabody
SFC Ricky A. Newton
SSG Michael Strange
SGT John E. Hergert
SSG David R. Sandberg

SGT Richard V. Moore

HARRISBURGH

SGT Craig S. Beatty
SFC Doris L. Hanks



HOUSTON

SSG David Sherman
SGT Timothy Whitehead
SGT Keith Kunze
SFC Roberto Rios
SGT Crystal Francis
SSG Charles Goosby
SSG Bradley Bowen
SSG Thomas Sotsuda

INDIANAPOLIS

SSG Erik T. Boxell
SGT Dodd A. Mitchell
SSG Michael L. Clark
SSG Rodriguez A. Austin

KANSAS CITY

SSG Johnny Wallace
SSG Clinton K. Brown,
SGT Earl W. Connell, Jr.

LOS ANGELES

SGT Chareeya Wilkerson
SGT Bruce B. Thome

Rings

ATLANTA
SFC Johnny Johnson

BECKLEY
SGT Robert L. Reed



CLEVELAND
SSG John E. Meisel

COLUMBIA
SFC Karen E. Goins
SSG Sharon A. Brewer
SFC Regina Mata

DES MOINES
SSG Arnold R. Jacobsen
SFC John M. Boland



HARRISBURG
SSG Kenneth L. Kio
SFC Mark S. Garner

HOUSTON
SFC Richard Gustafson
SFC Richard Quintana
SFC Brenda Harris

INDIANAPOLIS
SFC Larry C. Allen



JACKSONVILLE
SFC Terrance C. Reddick
SSG Michael Smith
SFC Pamela Salas
SSG Terry L. Walker

KANSAS CITY
SFC Grayson D. Orr



MIAMI
SSG Michael A. Allen
SSG Frank R. Rodriguez-Cruz

MINNEAPOLIS
SFC Michael J. Fennell
SFC Shelia A. Jackson
SFC Charles W. Geszvain

MONTGOMERY
SSG Tim Benefield
SSG Tommy Howard



NASHVILLE
SFC Daniel R. Woodyard
SSG William Maples
SSG Alice Watkins

OKLAHOMA CITY
SFC Paul T. West

PHOENIX
SSG John E. Perry, Jr.
SSG Chris D. Maes
SSG Kenneth Simonen
SFC Gary W. Smith
SFC Dennis Terrill



PORTLAND
SFC Raymond Austin
SFC Mark Myers

SACRAMENTO
SSG Richard Downey



SALT LAKE CITY
SFC David Brown

SAN ANTONIO
SFC Lenzy C. Morris
SSG Cecelia Jones

SEATTLE
SSG Eugene J. Reed



TAMPA
SSG James Landry
SFC Charles Owens



APRIL

Cinema Van

ALBANY, 17 - 21 Apr
 CHICAGO, 28 - 31 Mar
 DENVER, 28 - 30 Mar
 DES MOINES, 4 - 24 Apr
 GREAT LAKES, 28 - 30 Mar
 JACKSON, 18 - 24 Apr
 LOS ANGELES, 17 - 21 Apr
 MINNEAPOLIS, 5 - 24 Apr
 MONTGOMERY, 3 - 14 Apr
 PHILADELPHIA, 4 - 24 Apr
 PITTSBURGH, 28 Mar - 13 Apr
 PORTLAND, 28 Mar - 13 Apr
 SAN ANTONIO, 29 Mar - 21 Apr
 TAMPA, 28 - 30 Mar

Cinema Pods

BRUNSWICK, 3 - 10 Mar
 COLUMBIA, 28 Mar - 7 Apr

COLUMBUS, 28 - 30 Mar
 DENVER, 11 - 24 Apr
 HOUSTON, 10 - 24 Apr
 INDIANAPOLIS, 3 - 15 Apr
 LOS ANGELES, 29 Mar - 24 Apr
 NEW ORLEANS, 28 Mar - 6 Apr
 NEW YORK, 14 - 24 Apr
 PHOENIX, 29 Mar - 7 Apr
 PITTSBURGH, 28 - 30 Mar
 RALEIGH, 11 - 24 Apr
 SACRAMENTO, 28 - 31 Mar
 SEATTLE, 5 - 24 Apr

Army Adventure Van

CLEVELAND, 3 - 13 Apr
 GREAT LAKES, 17 - 21 Apr

MAY

Cinema Van

BRUNSWICK, 16 - 22 May
 DES MOINES, 25 Apr - 21 May

JACKSON, 25 - 28 Apr
 MINNEAPOLIS, 25 - 30 Apr
 NASHVILLE, 2 - 19 May
 NEW ORLEANS, 25 Apr - 19 May
 NEW YORK, 2 - 10 May
 PHILADELPHIA, 24 - 28 May
 SANTA ANA, 25 - 26 Apr
 SYRACUSE, 25 Apr - 11 May

Cinema Pod

BALTIMORE, 15 - 20 May
 DENVER, 25 Apr - 12 May
 HOUSTON, 25 Apr - 5 May
 LOS ANGELES, 25 Apr - 19 May
 NEW YORK, 25 - 27 Apr
 SEATTLE, 25 Apr - 5 May

Army Adventure Van

CHICAGO, 25 Apr - 5 May
 DES MOINES, 9 - 15 May
 INDIANAPOLIS, 19 - 21 May
 PHILADELPHIA, 25 - 29 Apr

Answers to the Test

1. A, USAREC Pam 350-7, para 3-1
2. D, AR 601-210, Table 2-1, Rule F 2q
3. B, USAREC Pam 350-7, fig 1-1
4. C, AR 601-210, Table 4-1d, line 35
5. A, USAREC Reg 600-22, para 5b (3)(d)(3)
6. B, USAREC Reg 601-94, para 5
7. C, USAREC Reg 601-95, para 2-4c
8. A, USAREC Reg 350-6, Table 3-1
9. C, STP 21-1-SCMT, Task 081-831-1008
10. B, STP 21-1-SCMT, Task 441-091-1102
11. D, STP 21-1-SMCT, Task 071-329-1002
12. C, STP 21-1-SMCT, Task 071-329-1002, pg 71, para (2)
13. A, STP 21-1-SMCT, Task 113-571-1016, pg 44

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